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**Seattle Police Department  
Office of the Compliance Coordinator**

TO: Mr. Merrick Bobb  
SPD Justice Department Monitor

DATE: 12-31-12

FROM: Steve Brown  
SPD Compliance Coordinator

SUBJECT: Seattle Police Department Schedule of Implementation Submission

As required by the Settlement Agreement (SA) and the Memorandum of Understanding between the United States and the Seattle Police Department (SPD), the SPD is transmitting via this memorandum the first submittal report due on December 31, 2012. The assigned task was to submit a schedule that prioritized the development and implementation of policies, procedures, practices, training materials, and training required by the agreements. This memorandum is divided into four parts and summarizes the accompanying attachments.

- **PART I: AREAS OF REFORM PRIORITIZATION.** Part I provides an overview of the six major areas of reform, as well as the priority that has been assigned to each SA issue.
- **PART II: TIMETABLE.** Part II includes an overview of the timetable in the SA. SPD proposes to develop policy, write curriculum, deliver training, and finally audit the reform efforts.
- **PART III: ORGANIZATIONAL CHARTS.** Part III presents two organizational charts depicting (1) the chain of command for the reform efforts and (2) the staffing to support the work of the SA. SPD has re-structured its organization to streamline the decision-making required between policy development and curriculums required to support new or revised policy. Two new organizational units have been created that report directly to the Chief of Police including: the Professional Reform Bureau, which is commanded by an Assistant Chief, and the Office of the Compliance Coordinator.
- **PART IV: MATRIX SUMMARY OF PROPOSALS.** Part IV is the matrix of SA issues with attachments that lay the foundation for the initiatives from policy development, curriculums, training, and finally, audit of the SA initiatives.

**PART I: AREAS OF REFORM PRIORITIZATION**

As you requested, the following “prioritization” scale is proposed to categorize the SA subject areas. This scale is not intended to judge the priorities or urgency attached to each subject area. The Department views all elements of the SA as being of the highest priority. The proposed scale is instead intended to assess each subject area based on the following factors:

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- The complexity of the problem;
- The plausible time frame which will be required to achieve compliance;
- The requirement for predicate actions, e.g. policy development should precede curriculum development which must precede implementation of training;
- The existence of reliable research and proven best practices, versus the need to undertake research and develop best practices; and
- The status of each subject area in terms of progress towards compliance. This prioritization scheme is flexible, and can be adapted at any time to better reflect your priorities.

The six major areas of reform identified include: Use of Force, Crisis Intervention, Stops and Detentions, Bias-Free Policing, Supervision, and Office of Professional Accountability.

A priority scale of 1-4 was used to identify a ranking of the SA subjects and each area was given a color code and alpha designator to further identify its position in the scale.

- 1A - Use of Force = RED
- 1B - Stops and Detentions = GREEN
- 1C - Crisis Intervention = GOLD
- 2A - Supervision = PURPLE
- 3A - Bias-Free Policing = BROWN/ORANGE
- 4A - Office of Professional Accountability (OPA) = BLUE

**1A - Use of Force = RED (tracking #5 – 139 and 143 - 155)**

This is an area of critical importance for the Department and the community, requiring on-going training and education for every sworn member. It is essential that SPD models best practices in its Use of Force policies and training. Where appropriate, every aspect of use of force in the policing profession is being reviewed and revised. Some changes in use of force have been underway since 2011. The UOF review has been significantly enhanced. The review/analysis continues to evolve and now includes personnel from each precinct participating. An Assistant Chief chairs this review and will ensure there is a continuous loop for improvement in training and tactics. One of the most significant benefits to this review process is the immediate feedback the Training Section personnel receive about the training they provide and in identification of areas for improvement that will benefit the entire department.

**1B - Stops and Detentions = GREEN (tracking #169 – 174)**

Reducing crime and reducing the fear of crime are two of the Chief's highest priorities. It is imperative that SPD staff members charged with crime reduction efforts and reducing fear in the community have the highest level of training in constitutional based policing and that they professionally and lawfully

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exercise their authority when contacting our citizens. All sworn personnel are receiving additional training in Fourth Amendment investigatory stops and detentions.

**1C - Crisis Intervention = GOLD (tracking #156 – 168)**

As stated in the SA, SPD will continue to increase CIT training to first-line responders to enhance their knowledge and skills when responding to people who are experiencing behavioral or mental health issues, or who are under the influence of drugs or alcohol. The Department's goal is to deploy CIT-trained personnel to calls or incidents where individuals are believed to be in crisis and to calls where a CIT officer may provide assistance. SPD will deliver this capability in all patrol precincts and on all watches, with additional officers trained in patrol support and investigative services.

**2A - Supervision = PURPLE (tracking #180 – 184)**

The Sergeants Academy (for Sergeants and long-term Acting Sergeants) and the Commander Academy (for sworn and non-sworn Commanders/leaders above the permanent rank of Sergeants and or civilian equivalent) will be developed upon and will support the "Five Pillars" of performance identified by Chief Diaz as critical to improving department service and meeting the public's expectations. Chief Diaz's Five Pillars of performance include: (1) to follow the best practices of the policing profession; (2) to perform in compliance with all laws and adhere to constitutional principles; (3) to promote research and evidence-based practices; (4) to act in accordance with Department and community values; and (5) to work collaboratively both internally and externally.

This training will provide a foundation of training including areas such as use of force investigation and review, early intervention tools including the Department's early intervention system, and a myriad of other topics, many of which are called for as part of the SA.

Supervisors within the Department are both sworn and non-sworn personnel. Therefore, reflecting the Department's commitment to internal collaborative effort, all Supervisors (i.e. serving in a position of the rank of sergeant or above), and non-sworn equivalent positions, will receive all appropriate portions of this training.

**3A - Bias-Free Policing = BROWN/ORANGE (tracking #175 – 179)**

The Seattle Police Department is dedicated to providing equal and impartial police services. Over the past 20 years, SPD has conducted extensive research and made strides in eliminating the potential for biased policing, and continue to work toward meeting the goal of developing trust and inclusion in all of our communities. To assist the Department in doing its part to accomplish this, SPD must be clear in its policies, supervision, and training as they relate to biased policing, including relevant data collection and analysis. Non-biased policing will continue to be integrated into the Department's recruitment, hiring, and training, as well as SPD's Code of Ethics.

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SPD will pursue this goal of equal and impartial police service by utilizing the following five central components:

- 1) Policy development
- 2) Enhanced training
- 3) Community collaboration
- 4) Sound scientific research
- 5) Data reporting

**4A - Office of Professional Accountability (OPA) = BLUE (tracking #192 – 197)**

The DOJ found that the OPA system is sound and that investigations of police misconduct complaints are generally thorough, well-organized, well-documented, and thoughtful. In order to ensure a continuing thorough, fair, and expeditious resolution of complaints, OPA's manual will be updated to incorporate all best practices being used by investigators. As well, liaison officers will be identified at each precinct to ensure that low-level conduct issues are handled appropriately and in a timely manner, while OPA continues to monitor such matters. SPD also will review its policies as to when officers must report misconduct, explore metrics to assess internal reporting, and ensure its retaliation policy is all encompassing.

**PART II: TIMETABLE**

The attached matrix identifies when policy will be delivered to the Monitor and DOJ. The SA details the timeline for review, comments, approval, and implementation. The following will guide in developing and implementing the Monitoring Plan.

SPD submits policy/curriculum/procedures:	Parties will meet and confer within 45 days of submission if necessary.
Monitor approves submittal:	SPD begins implementation of DP&P within 30 days or unless otherwise specified or agreed in the Monitoring Plan.
Monitor disapproves submittal:	Monitor states in writing and parties meet within 14 days to resolve. An objecting party may petition the Court to resolve the objection.
SPD 180 Day Review:	180 days after implementation, each policy, and curriculum will be reviewed to ensure compliance with the SA and current law.

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12 Month Review:	Policy and curriculum will be reviewed on a published schedule to ensure compliance with the SA and current law.
Notice of Deficiency:	Whenever a NOD review occurs, SPD Professional Standards will revise the DP&P and, if necessary, submit to the Monitor and DOJ for review and approval.

**PART III: ORGANIZATIONAL CHARTS**

Two organizational charts are attached that identify the functional organization for the reform efforts. The Chief of Police created a Professional Reform Bureau headed by Assistant Chief Mike Sanford. This new Bureau includes four primary work groups for implementing reform initiatives. The four work groups were brought under one bureau to streamline decision making, policy development, collaboration for curriculum writing, and implementation of training initiatives. The work groups within the bureau are as follows:

- Settlement Agreement
- Professional Standards
- Education and Training
- 20/20 Plan

(Note: the Organizational Structure submitted here is for a “working organizational structure.” Any permanent changes to the SPD Org Structure require Executive/City Council approval. SPD will propose to make these changes permanent in the 2014 City Budget Process during the summer of 2013.)

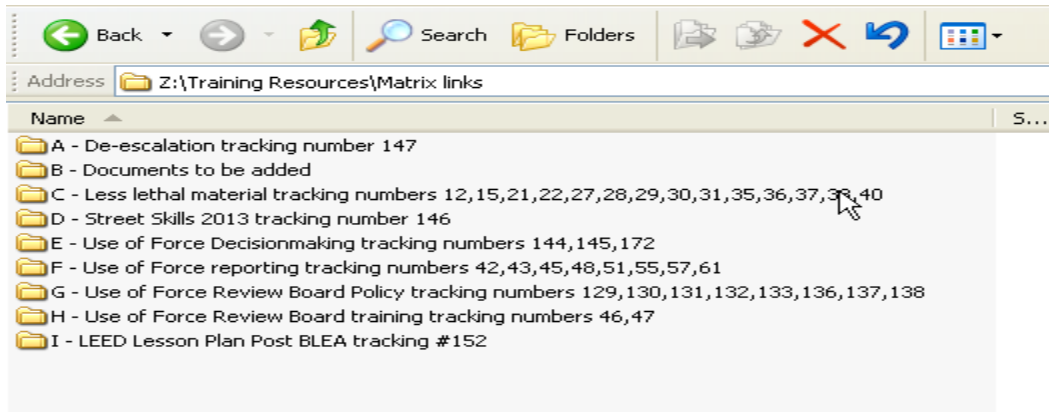
The SA required the addition of a liaison function between the Department, the Monitor, and DOJ. Thus, the Office of the Compliance Coordinator was created, with hiring of staff for the Office underway. The Compliance Office has three support functions supported by new positions that will report to the Compliance Coordinator. The three positions, Compliance Advisor (Strategic Advisor II), Senior Management Analyst, and Administrative Staff Assistant, are in SPD’s Human Resources and City Personnel’s hiring stream. It is anticipated the positions will be filled during the first quarter of 2013.

**PART IV: MATRIX SUMMARY OF PROPOSALS.**

The attached Matrix provides an organizational framework for the SA reform initiatives. A description of the following functions on the Matrix will guide SPD’s efforts. The Matrix is layered into two worksheets: the Master and the Snapshot. The Master references nineteen (19) categories of information from tracking numbers to notes. The Snapshot is intended to provide the reviewers with a quick reference to identify the deadline and deliverables for each SA requirement, as well as identifying supporting materials and their location. Supporting curriculum and information is included on a flash

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drive and is titled, “Training Resources”. There are files with an alpha designator and title that are referenced in the Matrix that are supporting documents, power points, or curriculum for the referenced initiatives. See Training Resources directory below.



Tracking Number:	Each initiative in the SA will have a tracking number in order to manage communications between the parties.
Priority:	The six major areas of reform are prioritized in the Matrix (see above description).
Deadline:	Identifies the date for production for that initiative or indicates that a practice is in place.
Responsibility:	Identifies the commander(s) responsible for the initiative and their designees.
Deliverable:	Details the work product that is due or currently in practice.
Training Status:	Details the current status of a curriculum or training course.
Audit Status:	Describes the related SPD audit function.
20/20:	Cross references 20/20 efforts with SA initiatives. 20/20 work is subordinate to SA initiatives.
Monitor Review:	Monitor submits plan consistent with SA #183.
Notes:	Will provide additional information, a hyperlink where appropriate or an explanation, to assist/direct the Monitor and his team to supporting documents, curriculum, or policies.

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SPD intends to identify each initiative through a tracking number. It will include a listing of the priority, a date (deadline) to identify a timeline for accomplishment, the commander and his designee(s) who will have responsibility for the initiative, and a deliverable column that details the work product for that initiative.

SPD proposes that upon the Monitor Team's first visit in January 2013, SPD provides an introduction to the Matrix and supporting information. As an example, the Training Commander would brief the Monitor on curriculums that were referenced and assist the team in navigating through the various documents.

**Summary**

The Department's senior commanders understand the importance and urgency to implement the SA initiatives. The reform is of the highest priority to the Department. The community expects and deserves a police department that instills trust and confidence in every contact with its citizens.

The Department has re-organized and created a Professional Reform Bureau, bringing Professional Standards and Training and Education together to expedite research, development of policies and ultimately the training of officers, supervisors and commanders in the six areas of reform.

The training and education initiatives will involve substantial resources and at a level the Department has not previously experienced. The Chief's stated priorities are to reduce crime, reduce the fear of crime, and implement the reform initiatives with a mandate to exceed the objectives in the SA. With the Department's re-structuring, commitment to work with the community, the Community Police Commission, as well as the policy and training initiatives, SPD is well poised to achieve the SA reforms.

Attachments: Master SA Matrix  
Organizational Charts: Functional Organizational Chart, Professional Reform Bureau  
Training Resources

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